1. Imagine that a restaurant supplier has been asked to develop a new dessert for their client, a popular restaurant chain. Even though they are *not contractually required* to do so, the project team from the restaurant supplier decides to *get the client to approve the recipe* for the dessert before beginning development on it. From the restaurant supplier's perspective, what two dependencies does this scenario demonstrate?

0.5 / 1 point

☑ Discretionary dependency

⊘ Correct
A discretionary dependency is defined by the project team. In this scenario, the project team decides to get the client to approve their new recipe before they invest time, effort, and work on development. This scenario also illustrates an external dependency, which relies on outside factors.

☑ Internal dependency

⊗ This should not be selected
An internal dependency describes a task that is dependent on another task. This scenario demonstrates external and discretionary dependencies. An external dependency relies on outside factors, while a discretionary dependency is defined by the team.

☑ External dependency

⊘ Correct
An external dependency relies on outside factors like another company, project, or regulatory agency. This scenario also illustrates a discretionary dependency, which is defined by the team.

☑ Mandatory dependency

⊗ This should not be selected
A mandatory dependency is legally or contractually required. This scenario demonstrates external and discretionary dependencies. An external dependency relies on outside factors, while a discretionary dependency is defined by the team.

2. What steps help project managers manage dependencies? Select all that apply. 0.6666666666666666 / 1 point

☑ Continuous monitoring and control

⊘ Correct
Project managers should hold regular meetings to manage and track progress on related tasks. They should also identify dependencies properly, record dependencies, and communicate efficiently.

☑ Group dependencies by cost

⊗ This should not be selected

Grouping dependencies by cost is not part of dependency management. To pursue effective dependency management, there are four important steps that a project manager can take: proper identification, recording dependencies, continuous monitoring and control, and efficient communication.

☑ Proper identification

⊘ **Correct**
Project managers should brainstorm dependencies with their teams and group them accordingly. They should also record dependencies, practice continuous monitoring and control, and communicate efficiently.

☑ Compare dependencies with competitors

⊗ **This should not be selected**
It's unlikely a project manager will compare dependencies with competitors. To pursue effective dependency management, there are four important steps that a project manager can take: proper identification, recording dependencies, continuous monitoring and control, and efficient communication.

☑ Record dependencies

⊘ **Correct**
Project managers should record dependencies in a risk register to track related tasks. They should also identify dependencies properly, practice continuous monitoring and control, and communicate efficiently.

☑ Efficient communication

⊘ **Correct**
Project managers should update stakeholders regularly to help resolve dependencies.They should also identify dependencies properly, record dependencies, and practice continuous monitoring and control.

3. Imagine you are a project manager working on a large campaign for a public relations (PR) firm. One of the designers you have contracted with has pulled out of the project at the last minute, requiring your in-house design team to take on more work while you search for a replacement. What type of project change does this represent?

1 / 1 point

○ Force majeure
○ Changing priorities
○ New or changing dependencies
○ Scope creep
◉ Capacity and people available
○ Budget or resource limitation

⊘ **Correct**
If you have to change the people you are using to complete the work, this may affect your team's capacity to complete project tasks on time.

4. You and your stakeholders will use change request forms to stay on top of and manage changes. What information should be included in these forms? Select all that apply.

- [x] A short description of the current situation

  ✓ **Correct**
  This should include a discussion of the change and any difference you expect to make to the plan of record, like a snapshot of the before and after. You should also include the project name, the discussion owner, the target discussion date, the expected outcome, an in-depth proposal, and any background information.

- [x] The expected outcome of the discussion

  ✓ **Correct**
  This might be a change in priorities, schedule change, or an official call on how to proceed with an issue. You should also include the project name, the discussion owner, the target discussion date, a short description of the situation, an in-depth proposal, and any background information.

- [x] Similar changes on past projects

  ✗ **This should not be selected**
  Changes on past projects are not relevant to your current situation. In your change request form, you should include the project name, the discussion owner, the target discussion date, the expected outcome, a short description of the change, an in-depth proposal, and any background information.

- [x] Background information

  ✓ **Correct**
  This enables everyone to share the same context. You should also include the project name, the discussion owner, the target discussion date, the expected outcome, a short description of the change, and an in-depth proposal.

- [x] An in-depth proposal for the necessary changes

  ✓ **Correct**
  This should address any trade-offs that will be required. This should include a discussion of the change and any difference you expect to make to the plan of record, like a snapshot of the before and after. You should also include the project name, the discussion owner, the target discussion date, the expected outcome, a short description of the change, an in-depth proposal, and any background information.

0.8 / 1 point